

STATE OF CALIFORNIA

STATE PLAN

for Effective Use and Administration of

LIBRARY SERVICES AND TECHNOLOGY ACT FUNDING

Fiscal Years 1997/98 - 2001/02

CALIFORNIA STATE LIBRARY
SACRAMENTO, CALIFORNIA
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EXECUTIVE SUMMARY

California's approach to the Library Services and Technology Act (LSTA) is wide-ranging and varied, reflecting the state's diversity, energy, richness, and complexity. After stating the overall aims for the use of LSTA, the Plan concentrates the limited resources available under four broad goals -- free access to information through libraries, speedy access by users to library services via electronic networks, resource-sharing among all types libraries, and targeted services to the underserved. To achieve these ends and set directions, the Plan focuses on a set of 50 objectives defined for action in the state using LSTA funding.

Because we want to encourage creativity and adaptability, grant activities are not prescribed in detail. Examples of eligible project concepts to carry out the objectives are listed under each group of objectives for the information and guidance of applicants. Procedures to carry out the program reflect continuity with the successful grant process of the preceding Library Services and Construction Act, refined over 30 years. A heavy emphasis will be placed on evaluation of the effectiveness of the use of the funds -- to residents, for library quality, and in improving library staff productivity -- as well as overall analysis of trends, pervasive results, and measurable impacts statewide.

This Plan was assembled with input from all significant constituencies in the state, and reflects their sense of the top priorities for library program development in the next five years. However, as in any living plan, this one will evolve continually as present needs change, are satisfied, or new needs are identified. A compendium of the "raw" needs statements elicited over the past 18 months is included in the Plan as an aid to further development of consensus about how best to apply these funds for maximum benefit.

I. INTRODUCTION

This is California's State Plan for use of Library Services and Technology Act (LSTA) funding for the years 1998-2002, as required by Sec. 224(a)(1&2) of LSTA, P.L. 104-208 of 1996. Federal guidelines, issued as Program Memorandum FY 97-4, specify what must be included in the State Plan, and those guidelines have been followed herein.

The State Plan, covering a five-year future time span, serves as a framework for setting goals and establishing priorities for the LSTA program in California and, as such, is one segment of California's overall strategic plan for the ongoing development of library services in the state. The California State Library began numerous, successive efforts in 1996 to develop the State Plan as well as continue our ongoing strategic planning for the various elements of California's statewide library development program. (See User Involvement Mechanisms, below).

To take advantage of this opportunity for a fresh look at goals, priorities, and criteria for use of federal funding in support of California's library development planning, we are involving significant constituencies in formulating the Plan in this large and populous state, in a process, started in early 1996 and which will continue through at least mid-Feb. 1998. The Plan will continue to be regularly revised as advice and suggestions are received from citizens, librarians in the field, the Advisory Council, and State Library staff. The planning process which occurred for the initial LSTA State Plan is described in the Section on User Involvement Mechanisms, below.

II. VISION STATEMENT FOR CALIFORNIA LIBRARIES

California's libraries will be the most dynamic in the nation and will be recognized as such. We believe that library and information service is essential to a learning society because information and knowledge are indispensable to the development of human potential, the advancement of civilization, and the continuance of enlightened self-government.

The State Library intends to counsel, support, and lead public and other libraries throughout California so that they might more effectively support their current and potential users and meet the needs of the state's culturally diverse communities. To this end, the Library Development Services Bureau will pursue strategies to facilitate development of public library service across the state, and to ensure that California libraries of all types provide Californians with access to the widest possible array of library and information services through interlibrary collaboration, cooperation, resource sharing, and modern, shared technological tools. The library will encourage the empowering, by means of specially-targeted library and information services, of individuals and communities to assume roles as productive citizens and employees.

III. SUMMARY OF OVERALL PROGRAM GOALS

California's overall goal for development of library service in this state is:

- **For all people of the state, free and convenient access to all library resources and services that might enrich their lives, regardless of where they live or of the tax base of their local government [CA Ed. Code Sec. 19701].**

To further that broad goal, California will use LSTA funding for the purposes defined in that act to address the following federally-supported library development goals:

- **Free and convenient access to learning and information resources through libraries of all types for individuals of all ages.**
- **Library services available in all parts of the state that provide all users access, through State, regional, national and international electronic networks, to information resources they require to meet their diverse and constantly changing and expanding educational, recreational, knowledge, social, cultural, and life fulfillment needs.**
- **Development and implementation of the necessary electronic linkages and resource-sharing arrangements among and between libraries to support California's multitype network development.**
- **Promotion of targeted library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills.**

IV. PRIORITIES AND ACTIVITIES

Priorities and planned grant-related activities are defined within the expressed LSTA purposes, to address the current information needs of people in this state and the requirements for library development identified by the state's libraries and users through our formal needs assessment, review, and evaluation processes, explained under User Involvement Mechanisms, (Part IX, below).

The four **state-level purposes** of LSTA will have equal priority for activities to be funded within them, though not necessarily equal shares of the available funds. The objectives listed below reflect California's priorities for use of LSTA funding. These priorities are in consonance with overall statewide California library development planning. The listed order is not intended, however, to imply a priority of one objective or LSTA-supported goal over another.

Objectives are divided into short term and long term. Short term objectives are those expected to be attained within five years or fewer. Long term objectives are those that will require more than five years to achieve.

The specific targets in the **long term objectives** (in both quantity and timeline) are, of course, more uncertain than are the short term objectives. The long term aspirations are, nonetheless, targets that our library development efforts are directed toward achieving in the timeframe indicated. While they will not likely be accomplished in the five year plan timeframe, we will want to make forward progress within each of these areas during the coming five years. We will be funding appropriate projects to move California toward fulfilling these more distant ambitions, and believe it is important to present both our short term and long term planning in context for understanding and action by California's library community.

Activities may, in order to respond most effectively to the stated objectives, be organized in one or more of the following four ways: general programs of local assistance to individual libraries or consortia; special priorities aimed at groups of libraries (within or independent of consortia); targeted new programs (usually statewide); and targeted programs to expand previously successful projects in new directions or to add more libraries and users. Activities can serve either the short term or the long term objectives and can be adapted to the needs of all types of libraries or to one type. Further, an activity may be adapted to purposes other than the one under which the activity appears.

NOTE: The lists of activities under each objective are not intended to be all-inclusive; they are examples of eligible projects.

V. STATE-LEVEL GOALS AND OBJECTIVES FOR USE OF LSTA FUNDS

The following statements describe California's state-level goals for library development to be supported by LSTA. Under each goal are listed measurable objectives that address each respective goal.

A: Free and convenient access to learning and information resources through libraries of all types for individuals of all ages.

Short term objectives:

(1) By 1998, rural Californians will have improved access to responsive library services through expansion of the public library strategic planning initiative to include three additional libraries in northern California and expansion into multitype library cooperation.

(2) By 1999, one or more pilot models for effective school library/public library cooperation will be identified and tested in at least three rural or underserved public library jurisdictions.

(3) By 2000, LSTA-supported projects will have assisted cities and other localities to improve their public library services through encouragement of public-private partnerships with various community allies (civic, private, business, etc.).

(4) By 2002, at least 10 technologically-based library services/tools will have been developed and tested using LSTA funds to improve access to learning and information resources through libraries of all types.

Long term objectives:

(1) Ninety-five per cent of public library jurisdictions in the state will affiliate with regional cooperative entities and these entities will have in place formal resource sharing agreements and processes, by 2010.

(2) Ninety per cent of public libraries will work through consortia to increase the public's awareness and knowledge of the services of the public library and the free information resources available through it, by 2010.

(3) Consortia will expedite and facilitate access to information obtainable through all library collections of the entire state to all the people of California, via a tiered approach (local, regional, statewide), by 2020.

(4) By 2030, 75% of the state's population will be able to receive the precise information resource they need with only one contact with a library service, either on-site at the library or via remote means.

Examples of Eligible Activities to Support Fulfillment of These Objectives:

(1) Consultative services supported through funding of highly-specialized staff to assist and advise libraries and groups of libraries on interlibrary cooperation and resource-sharing network development, organization, and governance; and on LSTA-eligible service programs ranging from public library networking administration and facilities technology planning to analysis of changing community demographics and needs.

(2) Projects organized among groups of libraries to share services targeting underserved populations or specialized client groups.

(3) Reducing or eliminating fiscal, legal, physical, governmental, community, or social barriers to efficient and effective access by the public to libraries across the state.

(4) Establishing processes for setting community library priorities including equitable access to information across the state.

(5) Statistical and comparative data-gathering on resources and performance of public libraries, that can be used to design and configure joint ventures, partnerships, and consortia.

(6) Demonstrations of library public relations, library awareness and promotional campaigns, community or regional library/agency partnerships, business

sponsorships, media partnerships, strategic management planning, and library

fund-raising and support methods beyond single library jurisdictions.

(7) Demonstrations of the service value of specialized staff (children's/young adult coordinator, ethnic services librarian, systems analyst, etc.) that can assist multiple libraries within urban or rural areas.

(8) Training for library staff, related information providers, and associated educators in obtaining resources for service areas beyond a single jurisdiction.

(9) Training for reference staff, information and referral staff, and other partners in the general provision of information and referral; and training of patrons in self-service techniques to access these data to meet their own needs (e.g. job search, vocational and career guidance, etc.).

(10) Studies of the desirability, feasibility, and acceptability of statewide, multitype library mechanisms to facilitate equalized access by library patrons, e.g., an electronic library card to improve patron access to all California information resources.

B: Library services available in all parts of the state that provide all users access, through state, regional, national and international electronic networks, to information resources they require to meet their diverse, changing, and expanding educational, economic, knowledge, social, cultural, recreational, and life fulfillment needs.

Short term objectives:

(1) By 1999, a pilot project to define and field-test a regional multitype library structure identified in California's multitype library networking framework will be conducted in or among at least three cooperative public library systems.

(2) By 1999, 75% of the state's public libraries will have at least one online workstation for public use that is capable of furnishing access to the Internet and World Wide Web; at least one public service staff member trained in Internet instruction of the public; and a successful operational service program in place to maintain and continually improve this public access function.

(3) By 1999, a program of continuing education, orientation, and refresher courses for library staff requiring re-training to acquire knowledge and skills in advanced technology (including Internet training) will be designed and launched for 50 participants.

(4) At least 25% of the state's population will have access to their needed learning and information resources through multitype library resource-sharing consortia by 2002. [Note: fulfillment of this objective is contingent upon passage of state legislation to fund ongoing operation of the consortia.]

(5) By 2002, consortia will play visible, active roles to help overcome or rectify disparities in funding and imbalances in information resources and collections among

public libraries in 50% of the local jurisdictions.

Long term objectives:

(1) All regions of the state of California will have in place formal agreements and processes for multitype library and information resource sharing by 2010.

(2) Ninety per cent of the state's population will be served effectively through multitype library resource-sharing consortia by 2015.

Examples of Eligible Activities to Support Fulfillment of These Objectives:

(1) Information-sharing publications, conferences, and forums that keep the entire library community involved and knowledgeable about networking.

(2) Cooperative projects among groups of multitype libraries on approaches to delivering network services, such as: shared consultant services, cooperative preservation and conservation programs, and coordinated collection development programs.

(3) Cooperative tools to improve bibliographic and information access hosted by multi-jurisdictional or regional consortia.

(4) Maximizing benefit from all types of libraries in the entire state to all the people of California by improving success in search and retrieval of information using a variety of tools and standard programs.

(5) Collection development, including cooperative, coordinated collection development, tested as an effective method of encouraging resource-sharing among libraries and for increasing needed resources in a subject or region among institutions or regional consortia.

(6) Analysis and interpretation of ongoing state, national, and commercial initiatives dealing with the telecommunications infrastructure, such as the Universal Service Fund.

(7) Studies to develop or adapt guidelines to assist libraries to formulate policies and implementation processes for Internet filtering, electronic privacy, censorship, copyright, and overcoming a range of problems of access by users to online information.

(8) Acquisition of equipment, software, and training for staff access and public access to national and international networks in libraries.

C: Development and implementation of the necessary electronic and resource-sharing linkages among and between libraries to support California's multitype library network development.

Short term objectives:

(1) By 1998, at least two California public libraries or cooperative public library systems will have successfully installed and tested automated linking of multiple library databases and searching capability using Z-39.50 standard hardware and software

capabilities.

(2) By 1998, a mechanism for consultation and joint planning for networked library automation among at least three cooperative public library systems and/or regions will be established.

(3) By 1998, Californians will have online access to at least 75% of the serial titles held by California libraries, through the California Statewide Serials Database (SSDB), which will be established in a permanent online host, and by means of which at least three online and/or offline products will be produced in response to statewide needs.

(4) By 1999, at least one electronic link that ties together the online catalogs of libraries of two or more different types of library systems, e.g. university to public library or public library to school library, will be installed and tested.

(5) By 1999, at least 10 libraries of all types will be included in a program of subsidized access to specific commercial and other databases at reduced cost, as a benefit of cooperative and bulk license agreements and planned purchasing procedures.

(6) By 2000, a program to leverage LSTA dollars for purchase of a minimum computer hardware/software platform in support of multitype library networking in all California public libraries will be defined, and at least three libraries will commence projects to acquire the platform.

(7) By 2000, a survey of California public libraries whose general public catalogs are unconverted to computerized form will have been completed, and a targeted grant program will be designed and operational for at least 25 participating libraries.

(8) By 2001, 20% of the state's public libraries will offer at least one specific collaborative information service involving one or more non-library agencies in areas such as economic development, small business, electronic job search, vocational and career planning, employment guidance, etc.

(9) By 2002, at least two emerging digitization programs, such as the Online Archive of California, the Digital Library of California, the California Heritage Project, or similar efforts at digital preservation, will be organized in a statewide multitype consortium for planning, funding, and implementation purposes.

Long term objectives:

(1) By 2005, 50% of California's public libraries will be inter-connected electronically for purposes of providing access to all information resources requested by their users.

(2) By 2020, at least 25% of California libraries of all types will be accessing information through electronic networks.

(3) By 2030, 90% of California public libraries will have acquired or will share necessary computer systems and telecommunications technologies to enable their patrons to have convenient and effective access to the information resources they need through that means.

(4) By 2050, 95% of California's estimated 8,000 libraries of all types will be interconnected electronically for purposes of providing access to all information resources requested by their users.

(5) On an ongoing basis, California State Library and California State government information resources will be made more accessible to the public at large through libraries of all types, via improved, technologically-based access mechanisms.

Examples of Eligible Activities To Support Fulfillment of These Objectives:

(1) Cooperative development of linkages among online catalogs and computer systems involving all types of libraries, in coordination with parallel, complementary efforts mounted by state-supported programs.

(2) Current and retrospective conversion of library bibliographic and holdings records to standard MARC format and their loading onto national online bibliographic databases accessed by California libraries.

(3) Original cataloging of unique materials in standard MARC format and their loading onto national online bibliographic databases accessed by California libraries.

(4) Analysis and field-testing of computer and other technological capacities for resource-sharing.

(5) Making State Library collections accessible electronically to augment the Library's role as a backup information resource for access by patrons of public libraries.

(6) Making State Library online reference resources, public policy research, and government information accessible electronically to augment the Library's role as a channel for citizen contact with state government.

(7) Demonstrations of library use of advanced technology and telecommunications.

(8) Organization of state or cooperative efforts to obtain multi-library or statewide licensing and bulk contracts for procurement of library materials and services, e.g. subscriptions to electronic information and databases.

(9) Connection of libraries and their users to and/or through national and international electronic systems and databases, such as Internet; training of staff and users in electronic searching; and the development of appropriate menus, navigational tools, and other mechanisms to improve communication and information access.

(10) Equipment installation to expand and speed access to print, non-print, or non-conventional information resources, especially to those that customarily might not be available through interlibrary loan.

(11) Leveraging of funding for installation in public libraries of computerized

platforms to develop minimum capability for electronic networking.

D: Promotion and enhancement of targeted library services to people of diverse geographic, cultural, and socioeconomic backgrounds; to individuals with disabilities; and to people with limited functional literacy or information skills.

NOTE: The objectives and activities under this goal are focused on the needs of public libraries, cooperative public library systems, and state institutional libraries. Other types of libraries may take part in cooperative, collaborative projects and joint ventures funded by LSTA, but must be allied with a public library that acts as the lead partner.

Basic literacy program development, including community organizing, public relations, agency coordination, program management, evaluation, staff training and literacy tutoring, is supported by the state-funded California Library Services Act. Literacy projects, centered in or allied with the public library as the leader and coordinator of community efforts, are examples of LSTA-eligible activities. LSTA literacy projects must clearly show a complementary, coordinated, and non-duplicative relationship to the State-funded programs.

Short term objectives:

(1) By 1998, at least two statewide LSTA-supported innovative programs will have been implemented to model and help public libraries implement library services specifically targeted to address appropriately the diverse needs of rural, geographically isolated persons and communities in the state.

(2) By 1999, a minimum of 10% of California public libraries will have completed formal planning processes to define and recommend specific library services responsive to the needs of their communities of diverse geographic, ethnic, linguistic, cultural, and socioeconomic backgrounds.

(3) By 1999, at least two statewide or regional programs will be implemented to specifically target the library and information services of the underserved in urban and rural communities.

(4) By 2001, at least 10 LSTA-supported projects will have been implemented to assist Californians to improve their socioeconomic status through public libraries.

(5) By 2002, at least 20% of California public libraries will have implemented, with assistance of LSTA-supported grant funds, re-defined services to more effectively meet the library service needs of their communities of diverse geographic, cultural, and socioeconomic backgrounds.

(6) At least 10 LSTA-supported projects, targeted to the needs of individuals with disabilities, will have been implemented and tested in California public libraries by 2002.

(7) By 2002, special LSTA-supported grant programs to improve the abilities of children to use library services will reach at least 15% of California's children in the chosen target population age range.

(8) By 2002, all young adult services librarians in California will have been trained in current young adult services planning processes and output measures methodologies and will have begun to review and implement improved local services based on these methodologies.

(9) By 2002, statewide training of at least 50 library staff who work with underserved young adult library users will have been conducted.

(10) By 2002, all California public libraries will have an active children's services program.

(11) By 2002, statewide library reference services at the system (backup to local) level will have been evaluated for potential expansion statewide to a local reference services network in up to 150 public library sites.

(12) By 2002, LSTA-supported projects will be implemented in public libraries in at least 25 California cities, to test innovative approaches to reducing illiteracy and to improve literacy skills of learner populations; these efforts will provide components not covered by, or as a supplement to, state-supported program funds and funding from other sources.

Long term objectives:

(1) By 2020, all persons with disabilities will be able to use all library services on an equal basis with those without any disability.

(2) By 2020, California library services will be provided statewide without barriers to any linguistic or cultural group.

(3) By 2020, using consortia, networking, electronic linkages, and improved means of delivery of information and library materials, service to residents in rural areas in the state will be equalized with that in urban areas.

(4) By 2035, public library services in California will be equalized across all geographic areas of the state, measured by reduction in the range of average per capita spending on library service.

(5) By 2040, all children in California will have equitable and effective library services to meet at least 75% of their immediate information needs.

(6) By 2050, library service will be made available in some form and at a minimum standard level to all children in poverty as defined by the LSTA.

(7) At least 65% of California's young adult and adult populations will have effective information seeking skills by means of public libraries, by 2050.

(8) By 2050, no more than 5% of California's adult population will be functionally illiterate, as an outcome of public library-hosted literacy programs.

Examples of Eligible Activities To Support Fulfillment of These Objectives:

(1) Library-based projects to meet information needs of economic development, small business, industry, trade, commerce, tourism, and related sectors of society.

(2) Demonstration of service value of specialized staff (family literacy specialist, children's or young adult services coordinator, ethnic services librarian, systems analyst, etc.) within a library system or group of libraries.

(3) Collection development, including coordinated collection development among institutions, and materials delivery for targeted populations (e.g., immigrants, youth at risk, the homebound, institutionalized, etc.), and limited collection building in other-than-English languages.

(4) Training for library staff, related information providers, and associated educators in providing library-related service to communities and jurisdictions having mixed ethnic, linguistic, cultural, and socioeconomic constituencies.

(5) Coordinated delivery of library services with existing linguistic and cultural providers and resources in the community.

(6) Use of new information technology to support or improve innovative services to persons of limited English-speaking ability, either initiated appropriately for provision in the library or that complement services offered by other community agencies.

(7) Demonstration of new technology and computer software programs in support of literacy tutoring and learner assistance.

(8) Literacy consultants employed where these specialists are not already available on library staffs.

(9) Demonstrations of new or non-traditional approaches to combating illiteracy.

(10) Facility planning for assistive measures and technology supporting accommodation and ADA provisions.

(11) Application of new technologies to alleviate the barriers to library use caused by disabilities.

(12) Partial support for operation of state, regional, and sub-regional library services and materials for the blind and physically handicapped.

(13) Local library outreach service by bookmobile, books by mail, or electronic means of delivering information and materials.

(14) Reading readiness and storytime programs conducted by library staff for children in a library setting and in other family or social settings such as childcare centers.

(15) Cultural awareness and community outreach training for library staff dealing with underserved multi-ethnic, multilingual, multicultural user populations, based on

recommended guidelines for provision of effective public library service to these groups.

(16) Projects that increase the likelihood of acquiring diverse library staff with special skills to provide effective service to underserved user populations, including multi-ethnic recruitment and internships, individual grants to multi-ethnic and multicultural candidates for entry-level library school training, activities that demonstrate effective recruitment strategies, and programs to prepare diverse middle managers for higher management assignments.

(17) Demonstrations and pilots of regional reference centers as third-level resources for referral of questions from cooperative library system reference centers, which back up local public libraries for questions beyond their capacity; and field-test of alternative models for strengthening, improving, and equalizing access to reference services throughout California.

(18) Volunteer recruitment and/or staff training by library staff for seniors to work on reading and literacy with children, including latchkey children.

(19) Services to the institutionalized, including State and non-State prisons, State hospitals, and demonstration of library service to local detention and correctional facilities.

VI. PROCEDURES TO CARRY OUT THE ACTIVITIES

A. Individual Grants

Initially, the State Library is using a modified version of the application processes and documents which we have successfully used with LSCA funding. The defined purposes, priorities, and selection criteria are being adjusted to more appropriately reflect the multiple emphases of LSTA. However, it was determined that the basic LSCA processes were also appropriate for our individual grant programs under LSTA.

Further, given the short time lines involved in implementing this program statewide while developing the planning processes and documents needed for this new program, use of the existing processes and documents have put the least burden on applicants during this transition year and are most realistic for state level staff as well. As part of the grant award process this year, all of the former procedures, policies, guidelines, and application/proposal documents are being reviewed for their appropriateness to LSTA, and recommended changes are being solicited from all persons involved in this effort.

The State Library's individual grant process begins with the announcement of the grant program and forwarding of the program guidelines, policies, and proposal and application documents along with instructions for their completion. All eligible libraries are invited to develop relevant concepts and document these in a short proposal for consideration by CSL staff and the Advisory Council, which then prepares recommendations to the State Librarian.

The State Librarian reviews each proposal in relation to all others submitted and provides a letter to the applicant noting its competitiveness, with advice as to whether or not

the applicant is encouraged to pursue the concept to the Application stage during the current cycle. (NOTE: a full application may still be submitted even if the advice from the State Library is that the idea does not appear to be competitive this year.)

All applications which are received by the application due date are reviewed by at least two State Library staff members with expertise in the area of the proposed project's content. Applications can be reviewed by outside consultants and others, if the content makes such a review desirable. Additionally, all applications are reviewed for compliance with the Act by the LSTA Coordinator. The recommendations of individual reviewers are next reviewed, as a package, by the State Library's Library Development Services (LDS) Bureau Chief, who submits comprehensive recommendations to the Deputy State Librarian and in turn to the State Librarian, for his final decisions.

This process has evolved to its current state over many years of use and revision in the LSCA grant process. So far in this year's cycle, the process is functioning well for LSTA purposes. The next update of the State Plan will include changes in the process occasioned by the 1997/98 Application cycle.

B. Statewide Programs and Training

Statewide programs for activities such as those involving all libraries, a segment of the population, or a particular activity (including comprehensive training) are also envisioned. These programs, some of which are proposed from the field and others by State Library staff, follow the same procedures, outlined above, that individual grants must follow. The emphases for statewide efforts are embodied in the present document.

VII. METHODOLOGIES TO EVALUATE THE SUCCESS OF THE ACTIVITIES IN MEETING THE GOALS AND OBJECTIVES

Evaluation measures will be directed toward gauging how satisfactorily the objectives defined in the Plan address overall California library development and LSTA goals and to what extent progress is being made toward completion. The specific methods to be utilized depend upon the nature of the grant activity. Commonly used methodologies include: pre- and post-testing; user satisfaction analysis; surveys of how well individual grants and statewide programs met their own goals/objectives and proposed outcomes; participant interviews/assessments; and, where possible, analysis of actual impact on selected target groups. Formal evaluation will be an important element of each grant application reviewed and awarded.

In addition to evaluation of performance of individual projects, the State Library plans to undertake formal, objective evaluations of significant projects of statewide or national import using outside, using contract evaluators where that additional cost is fiscally

appropriate. Finally, progress toward accomplishment of statewide goals and objectives will

be assessed continuously as this plan is implemented and the results of this assessment used to report progress and to update the plan as necessary.

VIII. STATE ADMINISTRATIVE COSTS

The State Library will comply annually with the Federal share and maintenance of effort levels described in Sec. 223 of the LSTA and will use no more than 4% of its allotted funds on administrative cost for this program. For 1997/98, the cost to LSTA for the California State Library's administration of this program is 0.71% of the total \$11,797,585 allocation to California.

The California State Library will utilize administrative funds to support: 1) Fiscal operations related to the administration of the LSTA, including staff to administer grant contracts, monitor fiscal reporting and accounting, and oversee budget and expenditures; and 2) the California State Advisory Council on Libraries, which is supported in part by LSTA administration funding. The Council meets twice annually to review and advise the State Librarian on LSTA policies, priorities, procedures, grant proposals, and long-range plans. Travel funds to support these meetings will be provided in part by LSTA, as will mailings and printing.

IX. USER INVOLVEMENT MECHANISMS

This section summarizes the efforts undertaken to develop a relevant, effective LSTA State Plan for California, both those which took place prior to completion of this Plan and the activities envisioned to update and revise the document in the future, as California library needs change.

Efforts through July 1997

Presentations and discussion at meetings, forums, and workshops statewide were held to ensure broad exposure of the Plan framework and draft:

- Public library directors (two sessions)
- Multitype library network regional forums (five sessions)
- Convocation on "Providing Public Library Services to California's 21st Century Population" (two-day session)
- Statewide training workshops (two sessions)
- Group consultation with selected public library directors and cooperative library systems staff (at several cooperative library system board meetings)
- State Advisory Council on Libraries (two sessions)
- LDS staff

Mailings of the State Preliminary Plan and framework, followed by the draft State Plan, were made to:

Statewide Library Networking mailing list (over 1,400 names)
Public Library directors (174 names)
Cooperative library system coordinators (15 names)
System Advisory Boards of the California Library Services Act (15 chairs)
Friends of California Libraries
California Library Trustees and Commissioners
Individual inquiries received

In addition, the draft Plan was mounted for public review on the State Library's World Wide Web homepage and publicized on the Friends of California Libraries listserv and the California Library Association listserv (415 names).

Proposed Future Efforts to Review and Revise Plan

1. November 1997 - Program at annual California Library Association Conference to discuss current LSTA program and State Plan and receive recommendations for revisions.
2. Annually in November - Advisory Council review of current program, Proposals received for next grant cycle, and recommendations on potential revisions of priorities, objectives, evaluative measures, and selection criteria.
3. Annually in February - Revision, as warranted, of current version of State Plan and mounting of proposed revised document on State Library's homepage for review by all Californians prior to submission of updated version to IMLS.
4. Annually in April - Public Library Directors Meeting. Opportunity to receive input on priorities, etc. from California Public Library Directors and obtain consensus of this group on needs and priorities to address over the next several years.
5. Annually in May - Advisory Council review of program and recommendations on priorities for the next grant cycle to begin in July of each year.

X. SUMMARY OF NEEDS IDENTIFIED

The following is a list of statewide needs identified April 29, 1996 - July 1, 1997.
NOTE: Clearly, not all the needs identified below can be addressed via LSTA efforts within the timeframe of this five-year plan. Moreover, many of these needs are more appropriately addressed through state support, which makes up 3.4% of public library funding in California; by local support, which comprises 95.5% of California public library funding; or a combination of those. LSTA represents 1.1% of the funding which goes to support California public libraries.

Automate all libraries in California (including all types of libraries), using consistent guidelines to bring them up to a minimum level in order to enable participation in electronic networking

Need a core level of technological infrastructure that all libraries would have
 Staff training and development in library technology
 Funding for libraries to connect to the electronic infrastructure
 All libraries have all information in machine readable format
 Development of a statewide/regional telecommunications infrastructure
 Equalize the "haves" and "have-nots" of technological capabilities
 Reduced cost of full-text document delivery, via licensing/bulk contracts
 An agreed upon core of full-text databases on which the licensing/bulk contracts can be negotiated
 Improved technological applications for people with disabilities
 Videoconferencing to improve resource sharing
 Digitization to preserve valuable materials for resource sharing
 Better preservation of materials via technology
 Increased technological support in rural areas
 Increased use of standards for connectivity and compatibility among automated library systems
 Increased library use of emerging information formats (video, database, CD-ROM)
 Increased technological support in urban areas
 Assistance in use of fibre optics to provide library services
 More linking of multitype libraries electronically
 Additional consulting assistance in local development of automation and technology plans
 A technology and communications consultant available to libraries
 Resource for information for setting up telecommunications/networking expertise
 Additional training of smaller and newer communities in using technology for Internet
 Funding for education and training for how to use the infrastructure (library staff and patrons)
 Need to get everyone on the Internet who is not
 Additional public access computer terminals for access to information
 Hardware/software needed for telecommunications setup (e.g. routers, Z39.50 client software wiring, etc.)
 Better training in technology for the public, especially for older residents
 Fax machines in all libraries
 Use funding to introduce new technologies
 Micro-related equipment, software, and furniture
 Training to assist library with patron access to technology
 Seed money to develop CD-ROM and online database collections, electronic subscriptions and license agreements
 Support for technology training for library staff in the form of scholarships, including library administrative support and substitute staff
 An assessment of current technology levels in libraries and development of a set of standards for minimum technology levels for all California libraries
 Additional tools for organizing the WWW to support the language and cultural diversity in California
 Increased multitype library partnerships (e.g. school/public library)
 Additional partnership efforts among libraries (beyond networking)
 Expanded State Reference Program, using technology

Assistance with development of the Library of California
Additional Large Print materials
Educational toys to go with books and other materials
Better linkages/partnerships with public television and other media
Telecommunications to improve delivery of staff training and volunteer training in the State
Additional development of regional library systems
Assistance in retraining of staff -- integrated training opportunities
Additional access to distance education/training for library staff
Better services to school libraries
Statewide periodical holdings database
Require that every grant recipient will share resources with other libraries
Additional funding to efforts at cooperative projects
Funding to assist libraries to expand beyond current consortia
Development of a core electronic collection with resources needed by many libraries
Research into copyright issues and censorship issues, as well as education of the public on these issues
Additional work in "training the trainers" to broaden the applicability of training efforts
Funding for regional planning of California's multitype networking effort
Some sort of a "union catalog" of all California holdings
Statewide delivery systems
Statewide contract for ground transportation for a statewide delivery system
A connection with the Governor's California Virtual University project
A statewide literacy information program
Funding to provide ARIEL access for those who cannot afford it
Expansion and broadening of virtual ethnic resource centers ("special population resource centers")
Web page for the Library of California

Additional reference tools

An 800 telephone number reference service throughout the state

Rural parts of the state need special support for telecommunications infrastructures and their use

Equalize access to basic services

Publicity -- let people know what's out there

Additional support for interlibrary loan

Additional support to eliminate barriers to access, such as:

- Staff attitudes, lack of skills, need for training

- Fees for non-residents' cards

- Unsuitable buildings; facilities that don't meet ADA requirements; lack of equipment and services for special needs

- Inequities of TBR subsidies

- Disparities of funding

- Lack of public transportation; inadequate parking; poor access to parking

- Language

- Literacy

- Some non-users have no previous experience/knowledge of public libraries

- Lack of policies/legislation ensuring individual's rights to library services

- Haves/have-nots in technology ownership by potential patrons

- Electronic barriers (e.g. getting voice mail instead of a person)

- Inadequate training for the public in use of new technology

- Library rules such as fines, and policies such as hiring criteria

Support for and facilitation of community-based planning to determine community's priorities for access

Training for all library staff on the value of community joint ventures

A grant program for organizational joint ventures (institutional) to raise awareness of libraries in the community

A statewide public relations campaign

Mini-grants for promoting local libraries and community awareness activities

Opportunities for internships, models, and programs to develop managers into directors, including release time grants to go to school, as well as recruitment and tuition support

Improve Californians' literacy skills in both reading and computing

Improved services to children in poverty, including access to technology

Improved services and enlarged materials collections for young adults

Increased multicultural/multilingual materials and services in libraries of all types

Increased materials and services to people with disabilities

Improved services to the elderly

Additional materials for new readers

Additional materials and services for young children and families

Improved services to the institutionalized

Emphasis on multicultural materials in video and CD-ROM

Additional programs for Southeast Asian minority groups

A location with materials representative of all cultures and languages

Better access to the State Library's cultural materials

A State Library-sponsored Internet site that includes core lists of selected multicultural resources, plus hard-to-find materials, collection development policies, etc.

Bibliographies of materials which have been purchased through previous multicultural materials grants projects

Additional services to underserved populations

Increased funding for Families for Literacy

An emphasis on lifelong learning for low income persons (not necessarily low literacy)

Seed money to develop partnerships to create homework centers

Seed money to start Teen Councils

Seed money for special Young Adult libraries

Community service opportunities in the library for teens

Children in poverty need access to technology

Target mainstream supporters (e.g. books on tape for commuters)

A balanced approach to funding priorities

More multi-year commitments with funds rather than "one-shot" grants

Allotment of a major share of LSTA to public libraries

Need to convert angry citizens into library supporters

Funds spent on things that will bring a noticeable change to patrons of the library

Need LSTA funding to acquire books as well as technology

A distribution of LSTA funding to all geographic areas of the state

Need to make library resources accessible after hours

Additional funding for library personnel

XI. STATE ADVISORY COUNCIL

Despite the fact that the LSTA does not require the state agency to maintain a formal Advisory Council, the California State Librarian has decided to retain this body. The group will continue its direct connection to the California Library Services Board, which administers California's state-funded library resource-sharing programs. This 13-member board will continue to be made up of representatives of the different types of libraries that LSTA includes, significant public at-large representation, and trustees and commissioners. Further representatives speak for the Economically disadvantaged, Handicapped, and Limited and non-English speaking.

Initially the Council will continue to meet twice a year to review overall program goals, objectives, and priorities; review all proposals submitted for advice to applicants on proceeding to the full application stage; review each annual submission of the LSTA State Plan; and receive testimony from the public on the LSTA program for the coming year.

XII. ANNUAL PROGRAM EVALUATION

The California State Library has a tradition of conducting general, overall program and trends evaluations where appropriate. As defined in Methodologies to Evaluate the Success of the Activities In Meeting Goals and Objectives, above, we propose to continue with a variety of methodologies to evaluate this program, in particular to assess our general statewide progress in addressing the chosen statewide goals and objectives for proposed results of our use of LSTA funding in California, and the extent to which needs defined by our users are being met.

XIII. ASSURANCES

The legal basis for the California State Library is provided in the California statutes. The State Librarian is appointed by the Governor and serves at her/his pleasure. The State Librarian directs the State Library and defends its annual budget before the State Legislature. Among other functions, the State Librarian is authorized in state law to administer the allocation of federal funds for libraries with the advice of the State Advisory Council on Libraries [CA Ed. Code. Sec. 12130].

The California State Library will make reports, and provide information that the Director may reasonably require to determine the extent to which funds provided under the LSTA have been effective in carrying out the purposes of the LSTA. See attached Assurances and Certifications.